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Impact of Education and Growth on an Engaged Workforce and Positive Outcomes

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Impact of Education and Growth on an Engaged Workforce and Positive Outcomes

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Introduction

Staff growth has been at the forefront of the Laboratory department since the opening of West Kendall Baptist Hospital's (WKBH) doors on April 27, 2011. The goals were to educate and "grow our own" to build a strong foundation within the department. The laboratory took innovative approaches to this idea, making it its top priority and focus to develop employees within the healthcare field. Ensuring these objectives provides quality of work, department's development and ultimately the organization's future.

Methods

In order to find the appropriate opportunities for the employees, the first step was to individually assess staff to identify strengths, skills, and talents. The goal was to match employee's talents to specific career ladder tasks and projects. Through a process of coaching and development, we strengthened knowledge and gave necessary tools to succeed. This was accomplished by cross-training in all specialty areas of the laboratory, in addition to educating and training in tasks such as Performance Improvement (PI), College of American Pathologist (CAP) inspection preparation and certification. Furthermore, we encouraged and supported staff in stretch assignments such as participating in research and evidence based projects, leading instrument validations and implementations.

We continuously move staff to a higher level of growth, leading to involvement in hospital collaborative efforts and sharing best practice at local and international level. Recognition played a vital role throughout the journey to keep the momentum going (Figure 1).



Figure 1. Process for development and growth

Findings

Along with the employee engagement, CAP inspections (Figure 2), and staff advancement (Figure 3), great outcomes were observed in 40 different PI indicators. Beyond the laboratory, employees have been involved in manuscript publications, poster and conference presentations.

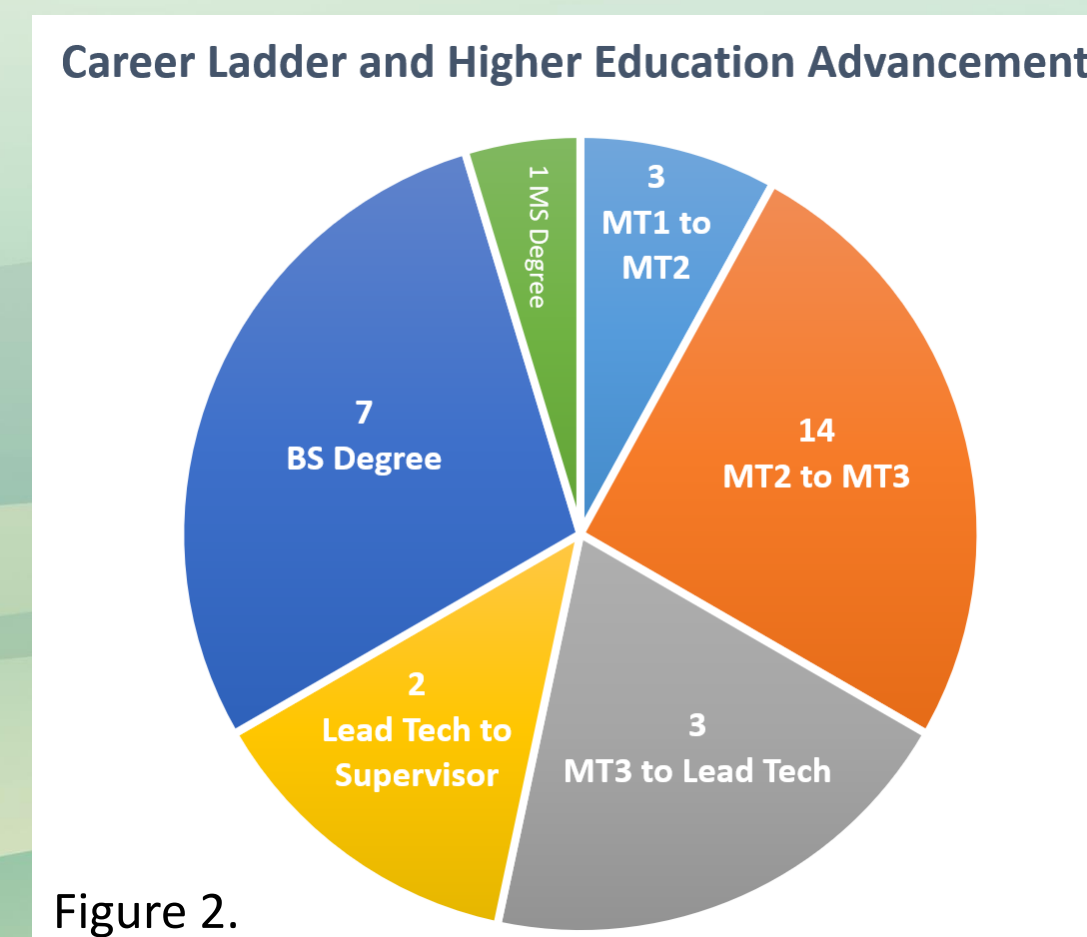


Figure 2.

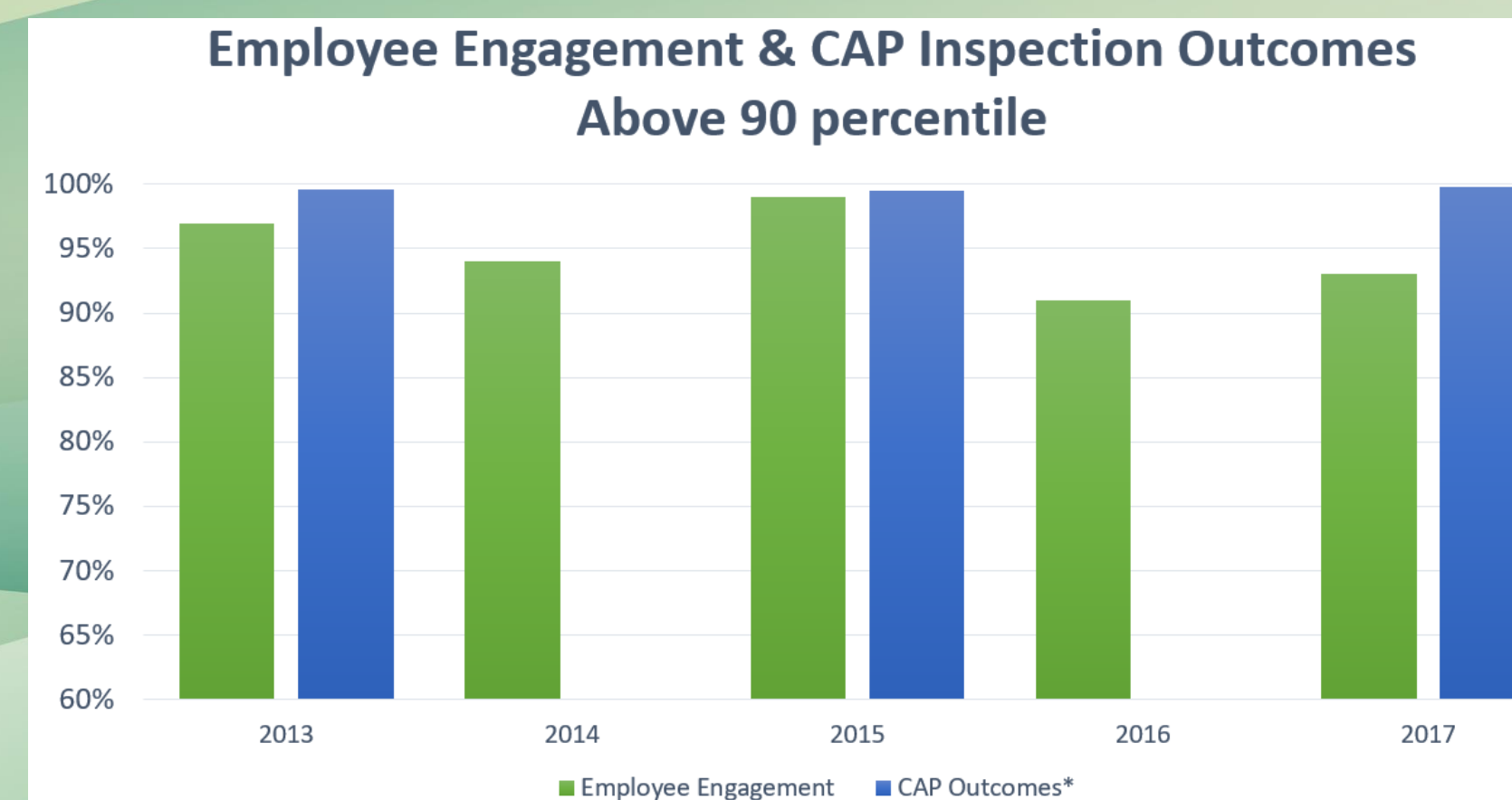


Figure 3.

*CAP Inspections are performed bi-annually

Discussion

The department has become a fine-tuned orchestra working harmoniously. The laboratory has utilized forefront innovative staff development approaches like the evidence based practice research, coordination of the Laboratory Unit Based Practice Council (UBPC), and establishing the use of the WKBH Lab Journal Club. The successful career ladder promotion of medical technologists, encouraged and demonstrated the potential for some to continue higher education and pursue leadership roles. We believe that developing and fostering an employee's growth leads to many benefits. An important benefit was being able to establish collaborative interdepartmental relationships across the hospital, making the laboratory a recognizable asset to the hospital and system.

Implications for Practice

The laboratory has had increasingly positive employee engagement scores with highly talented employee retention. The laboratory has created an innovative support system for employee growth and development and has created a beacon for similar technical departments within the organization.

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